“Study of Competitive Advantages through Effective Human Resource Management with reference to Indian Flexible Packaging Industry”

A Synopsis

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1. Introduction

1.1 Competitive advantage refers to a company's ability to produce goods or provide services better than its competitors. It enables a corporation to produce wealth for itself and its shareholders by achieving greater margins. A competitive advantage is anything that is unique to a firm or business and cannot be simply copied. Its value is developed internally and is what distinguishes the company from its competitors in the perspective of its customers. With the Competitive Advantage, a firm attains and sustains stronger profitability, a better growth profile, or more customer loyalty. Substantial and repeatable competitive advantages may help a company achieve long-term success and attract financing more easily and inexpensively. Competitive advantages can be of various types like - Natural resource accessibility which competitors do not have access to, Access to innovative or unique technologies, extremely trained workers, Strong brand recognition, Price dominance. A company must understand its value proposition, target market, and competitors to gain a competitive edge. Value proposition must provide significant value and be sought after by the target market, and which cannot be imitated by the competitors.

The well-known Harvard Business School professor Michael Porter suggested three tactics for gaining a competitive advantage: cost leadership, differentiation, and focus (which includes both cost focus and differentiation focus).

A cost leadership strategy seeks to become the least expensive maker or provider of an item or service. This is accomplished by manufacturing items of standard quality for consumers at a cheaper and more competitive price than other comparable products (s). Companies using this technique will maximise profit by combining low profit margins per unit with high sales volumes. Businesses will seek the greatest alternatives in manufacturing an item or providing a service and publicise this value proposition so that competitors cannot copy it.

A differentiation strategy is creating distinct items or services that are notably different from rivals. Businesses that use this approach must engage in R&D on a regular basis to preserve or improve essential product or service attributes. Businesses may frequently persuade consumers to pay a greater price for a unique product with a completely unique value proposition, resulting in larger margins.

A focus strategy is a method of recognising the demands of a niche market and then designing goods to meet those needs. The focus strategy comes in two types; Cost Focused Strategy where company’s trying to achieve lowest production cost to cater a definite market and another is Differentiation focussed strategy where in company’s create customized or customised value-added items for a niche market.

A competitive advantage is what distinguishes one company from its competitors. It is necessary for a firm to prosper, whether it is by increasing profits, recruiting new consumers, or increasing brand loyalty among existing customers. Greater margins, a stronger growth profile, and reduced customer turnover are also extremely popular with investors and creditors, making financing more easily accessible (and less expensive) for enterprises that can retain a substantial competitive edge over their counterparts.

Organisations have different key success factors to achieve competitive advantage over other competitors. By Plotting these critical success factor of the organisation and the competitors over the strategy Canvas help organisations to give clarity what is the critical success factor of its

Organisation and can plan to improve upon other success factors of other organisations. Some of the Critical Success factors in Flexible Packaging are as under:

1.2 Effective human resources management involves activities which result in adequate supply of capable employees to the organization, satisfaction and retention of productive employees, high job performance, and increased profitability for the enterprise.

People are the most valuable competitive advantage that every company has today. They are the driving force behind all current organizational choices. Every excellent human resource training will teach you not to underestimate the significance of this critical factor.

Effective Human Resource Management can help organizations gain competitive advantage in multiple ways like- Identifying and investing in Human Capital. Transform the internal talent and poach external talent which is future ready. When employers prioritise skill development, employees benefit. Job-related skills account for 46 percent of the typical person's lifetime wages, and organisations that invest in human capital are now more likely to drive their people into higher-paying positions over the course of a career. Developing human capital also benefits businesses by providing more consistent revenues and more resilience during times of crisis. Human capital builders, in addition to being considerably more consistent than their industry rivals, are better at keeping personnel, with attrition rates approximately 5 percentage points lower. Certain companies ("People + Performance Winners") promote staff development while still delivering top-tier profitability. These businesses have a better chance of becoming large-scale "superstars." They exist in all industries and generate more than $1 billion in economic profit on average. Performance + People Winners have a distinct organisational signature that engages and empowers people while encouraging bottom-up innovation. This type of organisational capital differs from that of other high-performing organisations, which is more top-down and transactional. This management approach appears to mobilise human capital and generate a measurable competitive advantage. Developing need for change bringing awareness of what is happening in and around them, which can create a greater acceptance. Create an internal and then external parity in the pay structures. There is a vast difference in pay structure internally and externally. Create policies, systems, growth opportunities etc. which are flexible, intuitive and simple enough to work for all Six generations working together in the industry that employee choose not to leave the org over the high salary. Eradicate bottlenecks in the process. In case it is due to lack of motivation, Culture fit issues, behavior issues. Preparing employees for the agility required for automation and process improvements with relatedness of processes. Successful implementation will be regarded highly in terms of batches. Developing Relatedness by providing them with shifts as per their choice. Knowing their concerns and acting accordingly. Giving them a culture where they can share their problems and raise their concerns. Conduct Appreciative enquiry to know employees concerns and people can freely portray their feelings through the poems, some sketch, act etc.

As a result, HR professionals must investigate all viable techniques for managing this resource effectively. Strategies to make managing people more effective can be unique and general.

1.3 Flexible Packaging

Evolution

Earlier, when people become mobile. They used Animal skins, gourds, leaves and other natural materials to preserve, protect and transport the essential items.

A little later, People started living in bigger groups. They developed Clay pots, baskets from Plant Fibre and bags from animal skins to store food, seeds, and other goods.

1805- Nicolas Appert invented technique of Appertization to store food in glass bottles with cork.

1817- Commercial paper board was made in England by firm M. Treverton & Son and Cardboard box was made in Germany.

1843- Richard March Hoe invented a rotary printing press. Used for faster printing on paper.

1890- Robert Gair created Pre- cut Cardboard box and **British Print Industry Federation** was established.

1896- The National Biscuit Enterprise (Nabisco) was the first significant company to use the new boxes for Uneeda Biscuits.

1906- First Battle Creek Toasted Corn Flake Co. became the first one to use cardboard for packing the cereal. Now known as Kellog Food Company

1908- Cellophane film was created. Further opened new avenues for Plastic in Packaging.

1926- Eckert and Ziegler were the first to patent the first commercial modern plastics injection moulding machine.

1940-49- Frozen food packing established

1951- Tetra pack was created- driven by Erik Wallenberg's tetrahedron packaging design

1952- Michigan State University established a School of Packaging as part of the Department of Forest Products

1954- Polypropylene was invented and revolutionised the packaging business.

1959- First pop-top aluminium can was created by Ermal Fraze

1960- Cans were widely accessible in Soft drinks

1996- 2009- Various Acts and regulation were established in United Kingdom like- UK Food Labelling Regulations, 1966

1970-71- Recycling sign was introduced

1982- Tamper Proof Containers were designed for medicines

2011- Tobacco Plain Packaging Act in Australia and Researchers at the University of Strathclyde created "intelligent plastic".

2012- WikiFoods Inc. was formed by David Edwards- a Harvard Bioengineer. The firm specialised in edible packaging.

Flexible Packaging has been at the forefront of packaging innovation, product protection, packaging design, consumer convenience, and sustainability. It is a method of using non-rigid materials like foil, plastic, and paper to create packaging for variety of products. It reduces transportation cost and makes it easy to handle as the packaging material is much lighter than rigid packaging. Flexible Packages can be of different shapes and structure which are tailor made to cater different demands. Hence, products of this industry fall under both commodity and niche segment. Some of the examples are:

Retort pouches are filled with moist or semi-moist foods, sealed and then heat-treated in steam/hot water retort kettles to achieve commercial sterilization (for shelf-stable foods). The shelf life of retort pouches in general is more than one year - even longer than with conventional stand-up pouches.

Aseptic carton is a solution with many benefits all along the supply chain: During the packing process, the content in the packaging is sterilized at high temperatures for a short time (HTST). Provide various benefits like Cost-efficiency, Perfect product protection, extended shelf-life, Convenience for end-consumer.

Barrier Pack contains high-performance films and laminates with multiple layers for the foods & beverages, home & personal care, pet care and other FMCG markets to ensure they provide an excellent barrier against oxygen, UV light, water vapour, odours and mineral oils, while protecting the aroma and freshness of the packaged produce.

Benefits of Flexible Packaging are extended shelf life, Less Wastages, High Shelf Appeal, Economical, Convenient for transportation and most important is the Environment sustainability in terms of Product Security, Product-to-Package Ratio Is High, Less carbon footprint, Longer Shelf Life, Transportation Advantages, Efficiency of Materials and Resources.

Since 1950s **Flexible Packaging Industry,** has been at the forefront of package innovation in product protection, packaging design and performance, consumer convenience, and sustainability.

Now, Challenges are different, people are getting inclined to the sustainable options which is a road not much travelled. Analysing the customers pain points, thinking out of the box and creating newer flexible materials, giving an experience to the customers while unwrapping a package.

2. Literature Review

2.1 Dr. Saloni Pahuj and Ramesh Chander Dalal (2012) said that every Organization intends to have edge over its competitors in order to sustain and gain competitive advantage. Existing research suggests that service Organizations have paid strategic attention in aligning human resources to sub-serve this cause. Organizations find it extremely difficult to recruit, motivate, develop and retain competent manpower in fiercely Competitive environment these days. This research paper reviews how competitive advantage is developed using HR practices. Based on a case study of the State Bank of India from the employees' perspective, an attempt has been made to make generalization in this regard for emerging economy. The study uses primary data collected with the help of well structured questionnaire. Using Factor analysis, it identified five key factors as recruitment and reward system, training and skill development practices, organization climate, employee participation and empowerment; and effective communication system to determine competitive advantage in the banking industry in an emerging economy.

Identified five critical factors as recruitment and reward system, training and skill development practices, organization climate, employee participation and empowerment; and effective communication system to determine competitive advantages in the Banking Industry in a developing economy. Furthermore, research revealed that firms achieve sustainable competitive advantage by developing resources that add unique and rare value that competitors cannot replicate, by hiring and developing talented workforce, and by synergizing their contribution within the firm's resource pool.

2.2 Taghreed M. Al dakeel and Mohamed A. Almannie (2015) said that the general school district of Riyadh is one of largest in the country of (45) school districts in Saudi Arabia. The school districts play an important roles in the development of education, therefore the objective of the study is to examine the roles of the management in the school districts to see if it is achieving competitive advantage. After the analysis of (226) respondents , the study revealed that there are three of nine dimensions of human resource management in the study with low degree.in recruiting human resources, motivation of human resources, services and public relations (mean of 2.35 of 5.00), and moderate degree in salaries, work analysis, description and design, performance assessment, planning of human recourses, and training and developing of human resources (mean of 2.70 of 5.00), But the degree of overall of these roles of human resource management is below the average(mean =2.53). The result of the study indicate that the General School District of Riyadh is not in a position to be competitive in human resource management with other school districts in Saudi Arabia or with the international level. The school district of Riyadh needs to put great efforts in development of management of human resources to achieve competitive advantages by training school district superintendent and human resource manager. The study has implication for other school districts in Saudi Arabia and for many developing countries with centralized system in education. It also highlighted the challenges facing lack of regulation related to human resources management, and the absence of many of human resources management the lack of integrated management of competent human resources, lack of specialists in human resource management, and the most important is deficiencies in many of the functions of human resources and lack of incentives and training.

Major efforts should be made to train managers and school superintendents, and improve rules and regulations practiced in order the school district to achieve competitive advantages. Further, there are a set of recommendations such as (1) Raise the degree of human resource management in the public administration of education, (2) Raise the degree of attention and care to people, (3) Focus attention and orientation to human resource management as an important input, and (4) Find different solutions to address the obstacles and challenges.

2.3 Magdalena Majowska & Agata Austen (2019) said that although it was proved that there is a positive relationship between effectiveness of HRM and performance of the organization, little is known why this relationship exists. It is due to the focus on the organizational level, instead of examining behavioural aspects of individuals in the organizations. The aim of presented article is to fill the gap in HRM effectiveness research by applying multilevel approach. A literature review was conducted to examine how HRM effectiveness was linked to other variables in previous research according to the multilevel logic.

Methodology. The article uses systematic literature review of the empirical research on HRM effectiveness focusing on its antecedents and outcomes.

The review revealed scarcity of multilevel approach towards HRM effectiveness yet suggests there is a gap in examining antecedents and outcomes on individual or unit/ group level of analysis.

2.4 Jolanta Jaskienea (2015) said that this paper reviews the literature on research performance with the focus on human resource management (HRM) practices. Attention is directed to specific correlates that influence high research performance at institutions of higher education. To answer the research question an extensive analysis of previous research studies is conducted. This study imparts a clarification of specific HRM practices that influence individual research productivity and lead to research excellence. HRM practices are classified into skill-enhancing, motivation-enhancing and opportunity–enhancing practices for research-oriented work. Results reflect the references of previous studies to analyse determinants of research performance in a complex and structural manner and reveal a specific set of HRM practices that enable to transform personal characteristics into performance. Institutions of higher education can use the findings effectively applying HRM practices enhancing research performance.

Reveal a specific set of HRM practices that enable to transform personal characteristics into performance like skill-enhancing (recruitment of freshly minted PhDs; training in writing, advanced research skills and time management), motivation-enhancing (academic staff assessment with both quantitative and qualitative approaches) and opportunity-enhancing (involvement in projects; support of work in teams; encouragement to collaborate with talented PhD students and to communicate outside institution; and adequate autonomy in research agenda)

2.5 Corine Boon, Deanne N. Den Hartog and David P. Lepak (2019) said that in the strategic human resource (HR) management literature, over the past three decades, a shared consensus has developed that the focus should be on HR systems rather than individual HR practices because the effects of HR practices are likely to depend on the other practices within the system. Despite this agreement, the extent to which the fundamental assumption in the field of interactions and synergy in the system holds true is unclear. We present a systematic review of 495 empirical studies on 516 HR systems in which we analyze the development of HR systems research over time and identify important trends, explicitly linking conceptualization and measurement of the HR system. Our findings suggest that the increasingly broad conceptualization and measurement of HR systems and the lack of clarity on the HR systems construct at different levels have hampered research progress. Much of the research to date does not align with the fundamental assumption of synergies between HR practices in a system, the measures have problems and increasingly confound HR systems with related concepts and outcomes, and insufficient attention is paid to the HR system construct at different levels. Overall, we thus still know little about the “systems” element and how synergies and interactions in an HR system operate. We offer actionable suggestions on how to advance HR systems research towards conceptual clarity and construct refinement, focusing both on how to conceptualize, measure, and combine practices in systems and on studying such systems at different levels of analysis.

The findings suggest that the increasingly broad conceptualization and measurement of HR systems and the lack of clarity on the HR systems construct at different levels have hampered research progress.

2.6 Atyeh Mohammed Alzhrani (2020) said this study targets the HR management in service companies where staff is important to the fulfilment of policies, goals, and objectives in a clear and straightforward manner. They are vital for organisational success because they give the creative and productive spark. The article is on career development and the many stages of a career path. It considers the evolution of an individual's work over time, emphasising the stages of exploration (attempts at new roles), establishment, maintenance, and descent, demarcating activities by developmental stages, their relationship with the individual's chronological age, and the relative degree of engagement and influence associated with each stage.

They further stated that planning is a method by which to provide Human resources with specified requirements in accordance with job requirements at the lowest possible cost, Human resource planning does not fall prey to the trap of the shortage or excess box for the actual requirement.

2.7 Fang Lee Cooke, Randall Schuler and Arup Varma (2020) said purpose of this is to shed light on the challenges of human resource management (HRM) in Asia. Author's examined the studies published over the previous twenty-five years to examine the rise of HRM study in Asia and highlighted the important topics: psychological contracts, work-life integration, corporate social responsibility, multinational corporations and their subsidiaries, global talent management difficulties, and convergence-divergence from state socialism to post-state socialism; and incorporating the setting. Also proposed essential subjects and emerging themes for future study, such as employee voice, diversity and inclusion, employee wellness and resilience, preparing for and responding to crises, and green human resource management. They further stated theoretical insights and major recent changes that are likely to affect future practises and should be addressed by researchers.

2.8 Brian E. Becker and Mark A . Huselid (1998) said that effect of strategic role of human resource management (HRM), and firm's HRM system on financial performance, has piqued the academic and practitioner communities' interest. This paper looks at the theoretical underlying principles of the HRM-firm performance relationship, with a particular emphasis on the prospects of a high-performance work system to serve as an unparalleled resource facilitating the effective execution of corporate strategy and the achievement of operational goals. In this study, particular emphasis is placed on the methodological problems inherent in previous empirical work that has used this systems viewpoint, as well as from previous research at various levels of analysis. Further, summarized the study on the subject and present new findings that have an influence on the magnitude of the HRM strategy-firm performance relationship.

2.9 David Hillier, Daphne Comfort and Peter Jones (2017) said that the purpose of this article is to provide an exploratory analysis of the *sustainability goals and successes reported by the world's largest packaging firms*. The paper begins with brief overviews of CSR practices and the growing interest in sustainability reporting and the packaging industry, and the empirical material for the paper is pointed from the most recent sustainability reports posted on the corporate websites of the packaging companies. *The findings show that, while the largest packaging firms recognised the consequences of their businesses on the environment, society, and, to a lesser extent, the economy, there are differences in the nature, scope, and complexity of the sustainability reporting process*. Having said that, the sustainability reports contained information on a wide variety of environmental, social, and economic concerns; yet, the reports had a number of flaws that, at least in part, undermined their openness and trustworthiness. The authors also contended that the *definitions and promises to sustainability of the top packaging corporations are mostly driven by financial imperatives rather than any basic concern*

for the viability and integrity of natural and social capital. More importantly, the authors claim that this method is based on existing corporate strategies that are based on continuous development and consumption.

2.10 Reshu Agarwal (2004) noted that one of the most overlooked components of financial statement reporting of corporate organisations in India is human resources (HR). In this study, Human Resource Accounting (HRA) practises were evaluated in Indian organisations. The study's conclusion is that there has been no change in executives' and accountants' perceptions on human resource accounting practises in Indian companies, according to an analysis of executives' and accountants' perceptions and personal interviews with executives and accountants from sample companies. Human resources are regarded as the most important part of the business process by the majority of executives and accountants. *They also feel that human resource information is critical for making organisational operational decisions*.

2.11 Chia-Nan Wang, Quynh-Ngoc Hoang and Thi-Kim-Lien Nguyen (2021) noted that Vietnamese labelling and packaging has emerged as one of Vietnam's fastest expanding industries in recent decades. *Developing packaging technological trends, in addition to the presence of foreign direct investment (FDI) enterprises, have resulted in fierce competition among Vietnam's packaging industry*. The purpose of this paper is to calculate the productivity performance of ten Vietnamese packaging companies from the past to the future by combining the additive Holt-Winters (LTS(A,A,A)) model to forecast key variables in the financial statement for the next four years (2020-2023) and an epsilon-based measure of efficiency (EBM) model of data envelopment analysis (DEA) to describe the developing trend, efficiency, and ranking of packaging operations. The empirical findings will first aid packaging firm executives in identifying their market positioning and looking for long sustainable progress selections. Second, it will provide invaluable assistance to investors and manufacturers in selecting the best supplier for their needs and making investment decisions. The combination of these frameworks may be used in a variety of disciplines and applications.

2.12 Saeid Sadeghi Darvazeh, Farzaneh Mansoori Mooseloo, Samira Aeini, Hadi Rezaei Vandchali and Erfan Babaee Tirkolaee (2022) remarked that nowadays, firms are dealing with environmental concerns more than ever before, thanks to increased public knowledge about environmental issues and demands from governments and other stakeholders. This article focuses on environmentally sustainable performance through the use of an integrated approach based on meta-synthesis, Delphi, and structural equation modelling (SEM) methodologies used in different phases. In the first step, an in-depth examination of green human resource management (GHRM) literature is undertaken using the meta-synthesis approach, yielding 38 codes.

Following that, two rounds of the Delphi technique are used to extract expert judgement from a panel of 15 industry specialists in order to modify and personalise the codes to the nature of the construction sector, resulting in 21 codes in seven categories. To verify the suggested technique, a dataset from 33 Iranian construction enterprises is collected, as well as 15 characteristics classified into 5 groups using SEM. The findings show that, of the nine major GHRM components collected from the literature, only five exhibit substantial and favourable correlations with GHRM: green recruiting and selection, green performance management, green-reward, green-based employee empowerment, and green training. Lastly, the authors highlight management insights, limits, and future study objectives. It suggests that human resource managers in the construction industry should prioritise green recruiting and selection. To accomplish sustainability, green performance management, green reward, green-based employee empowerment, and green training are used.

2.13 Browning, Vicky, Edgar, Fiona, Gray, Brendan, Garrett and Tony (2009) said that Employee knowledge, skills, and attitudes are a growing source of competitive advantage for service businesses.

Likewise, achieving a 'service quality' culture, which is seen as critical for competitive advantage in service organisations, is reportedly the outcome of best practise human resource management (HRM) and a strategic approach to its execution. This article investigates the utilisation of these HRM aspects as a means of gaining a competitive edge experimentally. According to the findings of this study, smaller organisations, as well as low-performing organisations, refer to HRM as a source of competitive advantage less frequently than big and high-performing organisations. Additionally, data found that managers saw not just recruiting and selection as fundamental HRM areas critical to achieving a competitive edge, but also training and development. In two ways, the article adds to our understanding of optimal practise HRM. First, it demonstrates that best practise HRM is widely used, and second, it demonstrates unprompted and genuine support from managers that best practise HRM is really seen as a critical source of competitive advantage for service organisations.

2.14 Nina Pološki Vokić and Maja Vidović (2007) said this research was to assess the quality of HRM in Croatia, because effective HR policies, programmes, and activities enable businesses to compete via people. In this study, audit technique based on HR indicators was utilised to analyse the value of HRM. 55 HR indicators (26 quantitative and 29 qualitative) were examined, with 10 Croatian businesses serving as reference points. Then, expert technique was used to build the list of benchmark firms. Specifically, the finest Croatian HRM theoreticians picked firms from the sample that have the best HR practise. According to the findings, Croatian businesses have insufficient HR activities on average. Specifically, an independent samples t-test revealed that 61.82% of the investigated HR indicators were substantially better for firms utilised as benchmarks, as well as that such enterprises had higher absolute values for all of the analysed indicators. As a result, HRM in Croatia cannot be regarded as a firm foundation for attaining competitiveness via people. Although other elements of competitive success have grown less relevant, the company, its workers, and how they operate remain critical differentiators. Currently, the cliche that people are the most essential resource has come to mean anything, and management learned that people are the final and certainly most effective leverage point in a company.

3. Objectives of the Proposed Study

3.1 To know about the competitive status of the firms under Indian Flexible Packaging Industry.
3.2 To find out the critical success factors responsible for competitive advantages in the packaging firms.
3.3 To find out gaps between different firms on Strategy Canvas.
3.4 To analyse the gaps and set strategies to achieve sustainable competitive advantages.
3.5 To Link business strategy through Strategy Map.

4. Proposed Research Hypothesis

4.1 Sustainability

Null Hypothesis (H0): Sustainability has no direct and positive impact on a sustainable competitive advantage.

Alternate Hypothesis (H1): Sustainability has a direct and positive impact on a sustainable competitive advantage.

4.2 CAPEX

Null Hypothesis (H0): Capex has no direct and positive impact on a sustainable competitive advantage.

Alternate Hypothesis (H1): Capex has a direct and positive impact on a sustainable competitive advantage.

4.3 Operational Excellence

Null Hypothesis (H0): Operational Excellence has no direct and positive impact on a sustainable competitive advantage.

Alternate Hypothesis (H1): Operational Excellence has a direct and positive impact on a sustainable competitive advantage.

4.4 Human Capital

Null Hypothesis (H0): Human Capital has no direct and positive impact on a sustainable competitive advantage.

Alternate Hypothesis (H1): Human Capital has a direct and positive impact on a sustainable competitive advantage.

4.5 Quality

Null Hypothesis (H0): Quality has no direct and positive impact on a sustainable competitive advantage.

Alternate Hypothesis (H1): Quality has a direct and positive impact on a sustainable competitive advantage.

4.6 Raw Material Cost

Null Hypothesis (H0): Raw Material Cost has no direct and positive impact on a sustainable competitive advantage.

Alternate Hypothesis (H1): Raw Material Cost has a direct and positive impact on a sustainable competitive advantage.

4.7 Innovation

Null Hypothesis (H0): Innovation has no direct and positive impact on a sustainable competitive advantage.

Alternate Hypothesis (H1): Innovation has a direct and positive impact on a sustainable competitive advantage.

4.8 Geography

Null Hypothesis (H0): Geography has no direct and positive impact on a sustainable competitive advantage.

Alternate Hypothesis (H1): Geography has a direct and positive impact on a sustainable competitive advantage.

4.9 Patency

Null Hypothesis (H0): Patency has no direct and positive impact on a sustainable competitive advantage.

Alternate Hypothesis (H1): Patency has a direct and positive impact on a sustainable competitive advantage.

4.10 Delivery Time

Null Hypothesis (H0): Delivery Time has no direct and positive impact on a sustainable competitive advantage.

Alternate Hypothesis (H1): Delivery Time has a direct and positive impact on a sustainable competitive advantage.

5. Proposed Research Methodology

5.1 To carry out empirical research on a random sample of 300 human resource managers from 40 reputed Indian Flexible Packaging Companies.
5.2 To employ principal research method.
5.3 Sample and measurements tools, and data analysis concerning human resource capabilities for organisational performance and sustainable competitive advantage by using SPSS.
5.4 Sources of Data (Primary and Secondary Research)

6. Conclusion including the scope and limitations of your study

6.1 This study will be in the context of Indian flexible packaging industry.
6.2 The study will contribute to the understanding of human resource management (HRM) as an imperative for strategic human resource management. Business organizations will get an insight into the flexible business scenario in India and can chalk out their strategic policies and human resource planning with this perspective.
6.3 In this study, an attempt will be made to find out how effectively human resource management can help an organization to achieve a sustainable competitive advantage.
6.4 Research limitations: Samples from middle and small scale flexible packaging companies may not give reliable data.
6.5 Practical implications: This study contributes to the existing theory about the strategic importance of and sustainable competitive advantage from human capital for organizational performance resource-based view of firms in the Indian context.

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